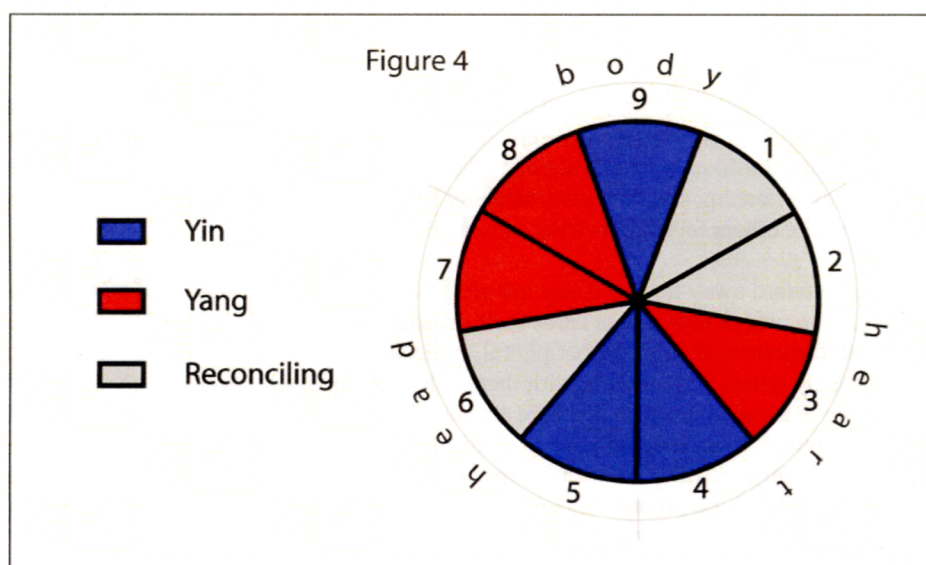


## SUMMARY OF THE NINE TYPES OF SUPERVISORY STYLE

### General Introduction

We have seen that there are three centers for processing experience: the body (movement and image-based understanding), the heart (emotional understanding), and the head (conceptual understanding). We have also seen that there are three kinds of communicative energy: yin (receptive but prone to inertia because it does not move easily into yang), yang (expansive but prone to overflow since it does not want to become yin), and yin-yang (seeking balance but prone to rigid constriction since it avoids either yin or yang). Three processing centers interact with three energy styles to create nine distinct personality types. The Enneagram arranges these nine types in a circle with the three body types at the top (8, 9, and 1), the three heart types to the right (2, 3, and 4), and the three head types to the left (5, 6, and 7). That is easy enough to remember. The distribution of yin, yang and yin-yang energy is a trickier however. The easiest way to remember how they are arranged is to memorize the central members of each processing triad. The central body type (9) is yin; the central heart type (3) is yang, and the central head type (6) is yin-yang. Once you know these three you can locate the energy of any other type simply by looking across the circle. The other two yin members lie directly across from 9, the other two yang members lie across from 3, and the remaining two yin-yang members lie across from 6.



The Enneagram is used in a variety of ways, most of which we don't need to be concerned with. Our purpose is not to learn the Enneagram but to study to how each combination of processing center and energy style appears in reflective supervision. We will begin with the body types, reviewing the supervisory strengths and challenges presented by yin, yang, and yin-yang energy when it is processed mainly through this center. Subsequently we will take up the heart types, and lastly the head types. In each section we will begin with the central member of the triad: 9, 3, and 6 respectively.

## **Outline of the Body Types**

### **Introduction**

The term Body types may be a slight misnomer for this group. Gurdjieff called them the Moving types. Others have called them the Instinctual types. Perhaps a better approach is recall that our species is almost defined by its propensity to engage in three principal activities: we think, we feel, and we make choices. The so-called body types are characterized by their distinctive relationship to that third activity, which we might call personal Will. Within the group each individual energy style has a distinctive relationship to personal Will. Body types with yin energy take the external world and other people into themselves seeking harmony and union. Personal choices and decision-making appear to endanger that harmony. As a result decision making becomes so difficult that the yin body type appears to have a diminished sense of personal Will. In contrast, body types with yang energy project personal Will outward into the world in order to manage and dominate it. As a result they often seem to possess an overabundance of personal Will. Finally, body types running on yin-yang energy constrict personal Will because their preoccupation to comply with external standards and principles is so strong that all personal choices must be scrutinized and subjected to the test of correctness. In such a climate decision-making becomes inflexible. We could say that this type possesses a strong but rigidly narrowed sense of personal Will.

### **Yin (Enneagram Type Nine)**

#### **General Description**

Yin body type supervisors (Enneagram Nines) are naturally empathetic and supportive. They are self-effacing, since their attention is primarily concerned with the other person. People like them. They are so easy to be with that they build rapport effortlessly. Their externally directed attention quickly senses what the other person is experiencing and they automatically blend in with it. They are unthreatening and non-judgmental. They make others feel safe in their presence.

Attention diffuses outward away from self and toward others and the environment. They are easily drawn to details and structure, which sometimes lends their thinking a confused and vague quality. It is hard for them to distinguish the essential from the peripheral. In personal relationships their default position is biased toward pleasing others and merging with them. This results in a tendency to go along with the flow rather than to notice one's own position and take a stand. Their unconscious drive leans toward avoiding discomfort and separation, toward doing what is comfortable and familiar, and to containing energy and anger even while passively resisting. Their felt experience is that they do not want to confront or intimidate anyone. The experience of those around them is that they often say "yes" without really meaning it, which can make them seem passively aggressive or even stubborn.

#### **Supervision**

Yin body type supervisors do not intimidate their workers. They are interested in the supervisee's whole being; they want to know all about the supervisee's experience. They are willing to endure whatever the supervisee brings to them, for they are in the relationship for the long haul. Clinicians in their care feel valued, safe, and supported. However they may eventually feel that they can't get the supervisor to make decisions, or to keep a decision once made if someone else has a problem with it. Leadership is not a comfortable role for the yin body type. When they do not exercise their authority with clarity, those under them may feel let down.

Supervisors find that yin body type clinicians tend to meander around and through all the details of a case because everything seems equally important. They can talk for a long time without getting to what is central or important to the case. When suggestions are made, they may seem agreeable to what is being suggested but subsequent behavior often shows there was no real inner agreement. It is important to help the yin body type clinicians pay attention to their own needs, determine personal priorities, take action on

them, and welcome discomfort and change. Encourage them to take and express a position. Be aware of how much they hate open disagreement. Welcome the appearance of small amounts of anger or irritation as a step forward. Ask them what do *you* want and need? If you already have a relationship in which you can raise the “hard” questions with each other, don’t be afraid to ask “what is it about this case or this moment with me that you are pretending not to notice?”

## **Yang (Enneagram Type Eight)**

### **General Description**

Yang body types (Enneagram Eights) are intense, powerful protectors of others. They intuitively know where the power resides in any situation. Other people quickly sense their strength and give them leadership roles. They want to assure protection for those who are weak by taking positions of strength and power. They have a big energy, and enjoy life most when things are intense and moving at full speed ahead.

Attention goes outward to action and assertiveness; to what is just or unjust; to incongruities. They sense quickly who is in control of a situation. They do not always want the power for themselves, but will quickly take it if they sense the one supposedly in control is not up to the task. They admire strength and forthrightness; will not respect those who avoid or disguise conflict. They prefer life to be intense and are given to extremes and excess. They use anger as protection against feelings of weakness and vulnerability. Their felt experience is that they simply want to get to the truth of the situation. However those around them may feel that they are intimidating and prone to blaming others.

### **Supervision**

Yang body type supervisors expect directness and honesty from their clinicians. They are impatient with passivity and dependence. They like it when supervisees stand up to them and are deeply irritated when supervisees resort to indirect complaining. They will let you know immediately when they are displeased with your performance. But they won’t carry the anger into tomorrow. They will back their people against external criticism and attack, whether from clients or from higher-ups in the organization. They are comfortable making hard decisions.

Yang body type clinicians usually build good rapport with clients, especially those labeled “difficult”. They do so by being forthright and direct. They feel quite protective of their clients and will go the extra mile for them. They have a harder time with sadness, grief, and loss. It is hard for them to allow their clients to feel vulnerable, for they avoid their own feelings of vulnerability.

## **Yin-Yang (Enneagram Type One)**

### **General Description**

Body types whose energy is yin-yang (preoccupied/controlling) are high-minded and principled. They want what is right for everybody. They work hard, keep their promises, and give clear and reliable direction. Inwardly, their attention is drawn to error and to what needs to be corrected. Internal standards are ever present to their mind and they tend to believe that everyone else possesses a similarly strong internal critic. Therefore, whenever someone cuts corners they imagine that the other person has deliberately disobeyed the same clear principles they experience within themselves. Their powerful impulse to correct is body-based and felt as urgency. They are often unaware that others may experience this as criticism. It is hard for them to notice pleasure, or even see that it has any great value.

## **Supervision**

Yin-yang body type supervisors are clear, precise, and organized. They do what they say they will do, and they do it on schedule. They excel at the administrative aspects of supervision. In reflective supervision attention goes automatically to whatever is “off” in the supervisee’s way of handling a task, as well as the corresponding but missing “right” way to do it. The underlying belief supporting this focus is that there is only one correct way to do the job. Thinking tends to become black and white in order to support the belief in only one right way. The urgency to correct or to prevent error is hard to overcome, for it feels like personal acquiescence in the error itself. “If I were to let you get away with it, it would be as if I did it myself.” Supervisees often are aware only of criticisms directed outward to them, and completely miss the self-criticism the supervisor is constantly directing toward herself.

This also holds true for yin-yang body type supervisees, who may at first seem full of criticism for their families or fellow workers. Yet silently they are living in a private world of even greater self-criticism for their own performance. It is important to inquire about and help them give voice to this internal critic. They usually enter the supervisory relationship thinking that the self-critic is the voice of truth. They need to be helped to see that it often has no interest in the truth; its sole purpose is to torment and to prevent pleasure. Help them value the sincerity of their effort. It helps them to endure the torment of discovering their effort was poorly directed or off-target.

## **Outline of the Heart Types**

### **Introduction**

The so-called heart types are focused on the second of humankind’s three fundamental activities: feeling. Feelings are central to our connectedness, as well as to our search for value and meaning. Just as Will is the central issue for body types, Emotional Connection and Value are essential issues for heart types. The central member of this triad, however, is not yin but yang. Recall that in the body triad yin energy seemed to diminish the Nine’s ability to access and employ personal Will. In a similar way, yang energy seems to dampen the central member (Three) of the heart triad triad’s capacity to access and express feelings. The natural openness and warmth of the heart type to feeling seems to cool slightly when the type is being run on yang energy. As a result the search for emotional connection gets side-tracked into activity and production and the yang heart type seems paradoxically unable to feel much emotion – except of course for feelings of pleasure about being busy and productive. In contrast the yin heart type seems exceptionally sensitive to feeling. As a heart type it is naturally focused on emotion and emotional connection, and on top of that its yin energy is receptively wide open. As a result yin heart types can sometimes be awash in feelings. The yin-yang version of heart type has a narrower focus on emotion and emotional connection – specifically, on the issue of the relative importance of the other person’s feelings versus the importance of one’s own feelings. The driving question here seems to be “how can I put your needs first and still meet my own?”

### **Yang (Enneagram Type Three)**

#### **General Description**

Yang energy tends to slightly dampen the emotional quality of this type. They appear “cooler” and less touch-feely than the other heart types. The emotional energy appears as optimism, enthusiasm, and pleasure in hard work. Yang heart types are intense, high energy people who like to be busy and productive. Competence and success, however defined, are highly important. Threes are confident; they like to win; when they lose they like to think of the loss as a learning stage for eventual victory. Their inner sense that ‘I can do it’ is so strong that it easily overrides other feelings and emotion. When asked “how do you feel

about something?" they are often puzzled. Feelings simply don't appear on the screen with the same clarity as an action plan.

Attention goes to getting the job done. Stillness and inner calm feel boring or empty. It is hard to "not do". Hard work becomes so important that at times it can harm health, for the person does not easily notice exhaustion until after the crash. As they begin to recover from the crash Threes are likely to quickly throw themselves back into work, this time telling themselves they have a better diet or exercise plan. The personal self ("my feelings and needs") is hard to access.

## **Supervision**

Yang heart type supervisors are first and foremost concerned with the performance and excellence of their program. They want their people to be the best they can be. They have a seemingly endless supply of energy. They cheerfully work overtime; they rarely get down in the dumps; they are likely to see obstacles as temporary and removable. They tend to think everybody else feels the same way. Enthusiastic and optimistic, they are impatient with complaining and nay-saying. Focused on performance and success, they can seem short and abrupt when dealing with those touchy-feely workers who wear their hearts on their sleeve.

In reflective supervision their major strength is their optimism and their genuine wish that each supervisee reach his or her full potential. They may be competitive by nature, but their competitiveness is with the outside world, not with the team. Their major challenge is with feelings of sadness, fear, or reluctance, which they see as obstacles to good performance. It is hard for them to just "sit on their hands" while the supervisee gets all the negative issues out on the table. Their natural tendency is to offer a solution, give advice, or solve the problem for the supervisee, for that is easier than to sit back, observe and listen until the supervisee is ready to find his or her own way.

In the same way, supervisees who are both yang and heart types can be excellent problem solvers and make superlative client advocates and case managers. But they don't quite know what to do with clients who are sad and feel hopeless. To them it feels like a waste of energy to let a client spend a lot of time going over how bad things are, so they would rather provide a positive plan for improvement. As a result they can leave some clients feeling unheard and misunderstood. What they need from you is help to realize that their witnessing presence is just as important to their clients' growth as their well considered plans and actions.

## **Yin (Enneagram Type Four)**

### **General Description**

Yin energy combines with the heart center in a way that accentuates the individual's openness to feeling and emotion. The person not only experiences life through the emotions, but does so with yin readiness to absorb. As a result yin heart types are the most passionate of all nine types. In fact, they tend to believe that authenticity in life is identical to being passionate, with the result that they actually seek out emotional highs and lows, avoiding the in-between states as though they were somehow not true to life. When on a "feeling run" they can get swept away by the drama. Their focus of attention automatically goes to what is lost or missing. They experience a deep yearning for what is far away and unattainable. Under all of this is an unconscious belief that only the ideal can satisfy, except that the ideal is rarely if ever possible to obtain. This belief keeps them striving, but it also keeps them in torment.

As supervisors, they have the advantage of being naturally sensitive and empathic. They are intuitive about their supervisee's feelings, often recognizing them before the supervisee does. They are alert to the feelings of an infant or small child. They deeply care about their supervisees and about their supervisees' families, almost as though what happens to them was happening to self. The challenge for such supervisors is that they can be easily overwhelmed by the feelings of the supervisee or of the case itself. They can spend a lot

of time reviewing and catastrophizing their last session, or worrying about whether they and their supervisees are deeply enough connected.

Supervisees of this type can easily be overwhelmed by their cases, especially the sad ones. They have a hard time maintaining a sense of balance. It is hard for them to remember that the stories they hear are happening to someone else and not to themselves. They can easily fall into the trap that they are not enough and will never be able to satisfy their families' needs. They need your help to realize that "step by step" is progress enough, and that the goal of treatment is not to hand the client an ideal life.

## **Yin-Yang (Enneagram Type Two)**

### **General Description**

Yin-Yang energy in heart types is focused on a very specific set of connections: the needs of important others, and on how to supply them while getting one's own needs met. They quickly spot what other people need, gladly put a lot of energy into supplying it, and experience a genuine pleasure in the process. Sometimes, however, their own needs surface, and this feels shameful. Personal energy gets squeezed between fulfilling other people's needs and finding some way to get one's own needs met, making Twos a little more tight and intense than Nines (who also focus on other people's needs but in a more relaxed manner). Twos have an underlying belief that they must give to others in order to be loveable human beings. There is a subtle and mostly unconscious tendency to modify self-presentation in order to fit in with what other people seem to want that can give this type a chameleon like quality. The thing they avoid most is asking for what they themselves need or want.

### **Supervision**

In supervision the yin-yang heart type quickly knows what the supervisee is feeling; is a good listener; patient and genuinely willing to go the extra mile for them. She is exuberant, supportive, and friendly. She genuinely wants to have a good relationship with her supervisees. However she can be quite worried about whether or not she is being sufficiently helpful, making a positive impression and/or connection, and whether or not the other people appreciate how much she is doing for them. He or she experiences a pleasurable "high" when engaged in helping someone, as well as a hidden sense of pride about being indispensable. In contrast, they can be crushed when told they have somehow failed the other person. The major traps for this type are that they often do for others what others could better do for themselves. They have trouble setting appropriate limits. They may seem "pushy for connection" to some types of supervisee who don't want the connection as much as they do. They can also become highly resentful when their helpfulness does not seem appreciated.

Supervisees of this type tend to go all out for their clients. They build relationships easily and their clients like them. But they may find it hard to be honest with clients about how the client is sabotaging the treatment and may be tempted to rescue the infant or toddler rather than speak honestly with the parent. They also find it hard to ask for help with their cases, and may at first seem to avoid or reject supervision. It is not that they do not want to learn or do not appreciate supervision; it is just that they find it embarrassing to need your help. Be ready to hold their anger toward you when you point out their weaknesses, for it makes them deeply ashamed to realize they are not always as helpful as they imagine.

## Outline of the Head Types

### Introduction

The so-called head types are found on the left-hand side of the Enneagram: types 5, 6, and 7. They form a group that specializes in the human species' third basic defining characteristic: the constant search for understanding. Understanding is central to our need for security in a constantly changing and surprising universe, for it grounds our ability to predict and to control. The central member of this triad, type 6, is yin-yang, meaning that it is reluctant to be either yin or yang. The back and forth (neither this nor that) movement of yin-yang energy gives this type a basic ambivalence reflected in their ability to formulate one understanding and immediately create the argument against it. As a result, their search for understanding often gets sidetracked in endless analysis of pros and cons. When the head center is powered primarily by yin energy (type 5), we find a mind that is receptive, wide-open, curious and "in love" with understanding deeply and fully. However, once deep understanding occurs there is little energy left over to put it into action, and the person often retreats into isolation. In a contrary way, when yang energy is pumped up into the head (type 7), the result is an upwelling of creativity. The problem for the type is that the upwelling can sometimes lead to a runaway explosion of ideas and plans focused more upon novelty and pleasure than upon substance and value.

### Yin-Yang (Enneagram Type Six)

#### **General Description**

For this type, attention is automatically drawn to uncertainty and danger – to what is not known, to potential problems, and to what could go wrong. The fundamental urge that drives this constant scanning is the desire to possess certainty in a world experienced as dangerous, unpredictable, and untrustworthy. However, the person does not always experience the worry directly as fear. Instead they experience doubt (which is a mentalized version of fear). People of this type fall into two broad categories: phobic and the counterphobic. Phobic Sixes avoid what they fear. Counterphobic Sixes attack it and try to put it down. Although their behaviors seem opposite, both are motivated primarily by fear.

For this type there is a central ambivalence around issues of authority. Authorities are seen as unworthy of trust because they have so often failed in the past. But at the same time authority is sought, since the person has so little trust in his or her own intuition and resourcefulness. Similarly there is an issue involving loyalty. Since Sixes go through so much angst in coming to trust someone they tend to be extremely loyal to their friends and intimates. At the same time their life histories often reveal vast swings of loyalty, such as a convinced young Republican who one day is suddenly converted to the Democratic Party.

When yin and yang energy move in balance this type possesses a deep capacity for insight, understanding, and wisdom. Since fear can now be directly experienced, there is great sensitivity to others' fears. Trust in important others, once earned, is rarely lost. One can become one's own authority without wanting to dominate others. However, when yin-yang energy is constricted, the type gets lost in indecisiveness and ambivalence. The ability to act is lost in a kind of paralysis through analysis in which nothing can be decided until more knowledge has been acquired. There can also be a tendency for obsequiousness toward superiors coupled with arrogance toward those below.

#### **Supervision**

Yin-yang head types can take in large amounts of information and see the patterns. They can understand a case on many levels and relate them meaningfully to one another. They are creative in their thinking, sensitive to issues of embarrassment and shame, and never consciously make someone feel bad about their work. They are loyal and protective of the underdog. However, when fearful (and unaware of their fear) they too easily doubt their supervisee's capacities and worry whether the worker is up to the degree of

difficulty required by the case. The resulting sense of worry hovers over the supervisee, making her feel less competent than she really is. Or she feels frequently confused because directives given on Monday are suddenly reversed on Tuesday.

Supervisees of this type present as intelligent, capable, and initially not particularly desirous of reflective supervision. The presentation is only the surface, however, for they are inwardly doubtful of their own abilities and looking for help. Their fear of authority figures is what makes them initially wary. Hence it is important to reflect back to them both their competence and their self-doubt, and to wait patiently until you have proven yourself a safe and trustworthy authority figure before reflecting the doubt's underlying fearfulness back to them.

## **Yin (Enneagram Type Five)**

### **General Description**

Yin energy filtered through the head center appears as wide open curiosity and a deep love for learning. Knowledge is sought for its own sake. One wants to understand deeply, from the inside as it were. Fives do not need to know everything about everything, but once they set out to know something they want to understand it completely. Once understanding is reached there is little need to do anything with it – it is enough to understand. Yin head types value privacy and quiet. They are happy alone with a book or a computer, for the best companion is a reliable source of information and knowledge. They dislike surprises, and they react strongly to being interrupted (“invaded” they would say) by people who demand their time and attention. In a group they tend to sit quietly, on the periphery, observing. When they do speak, their words are clear and simple for they have been well thought out in advance.

### **Supervision**

In supervision yin head types lead with understanding rather than emotion. They are keen observers, they do not need to quickly intrude or take charge. They offer clarity and calm in the midst of a storm. They are knowledgeable, succinct and wise. They are non-judgmental and can let others to find their own way. They are respectful and keepers of confidences. They always do what they say; and their supervisees can count on them to follow through.

However they often seem too reserved, and some types find them hard to connect with on a feeling level. They may struggle to keep the baby central in the case discussion. They don't like hallway mini-supervisions or surprise visits at their doorway. Some supervisees may experience the supervisor's need for privacy as withdrawal or rejection. When feelings arise they can turn the supervision into too much of an intellectual task, for example assigning a reading rather than delving into the feelings. In their presence some supervisees may feel less than adequate on the intellectual level.

Supervisees of this type are excellent observers of behavior. But they tend to intellectualize their case presentations, and they may have a hard time attending to the infant because infants arouse such strong feelings. They can be easily overwhelmed by the intensity of their adult clients' feelings and demands on their time and energy. It helps to engage their interest with understanding emotions as a starting place from which to lead them to some willingness to actually experience emotions. They will work hard during supervision, but they will be slow to reveal “unrelated” facts about their private lives. When they do, treat each revelation as an important gift, for it was given only after much consideration and thought. Finally, remember that it is extremely important for you to maintain strict regular start times and ending times to the supervisory sessions.



## **Yang (Enneagram Type Seven)**

### **General Description**

For this type attention automatically goes to the positive, to how keep life up and open-ended in order to make it fun and pleasant. The mind becomes a creative generator of new possibilities, plans for the future, and ways to get around limits, obstacles, or boredom. The underlying belief supporting this focus is that one must keep everything up and positive in order to insure that life will not become intolerably hard. (This explains how such a jovial and up-beat personality is actually a fear type.) People of this type are enjoyable to be around. They have a good sense of humor; they are egalitarian and like to be seen as one of the group. But they can also get so wrapped up in finding interesting things to do that they become unreliable. They are late for appointments, they fail to follow through on the details, or they take others' problems too lightly.

### **Supervision**

As supervisors, yang head types can find the positive aspect to just about any situation. They reframe disasters as opportunities. They creatively find ways around an impasse. They are not concerned with status or power and exist comfortably on equal terms with both their supervisees and their directors. Many of them are social visionaries at heart, wanting to make the world a better place for children. Their supervisory challenges cluster around discomfort with pain, loss and grief. Everything in them wants to find a way to make things better now. They often react strongly to supervisees who seem stuck in negativity, and hence can be seen as insensitive or trivializing. Their avoidance of limitations imposed by rules and schedule can make them unpredictable and not quite dependable. Sometimes they even seem self-centered and not sufficiently concerned with others' problems.

Supervisees of this type mirror the same strengths and challenges. Clients like them. They are well liked by their peers. The hour you have scheduled with them is one you are likely to look forward to as a relief from the heaviness you feel with some of their peers. But it is hard for them to endure the pain of their clients' lives. It is particularly hard for them to hold in mind the silent suffering of an unseen infant. They have a strong tendency to make a joke when something painful comes up. When on automatic pilot their active energy gushes into finding a quick fix, or making plans to avoid limits or pain.

### A Quick Outline of Major Qualities

	<u>Higher Quality</u>	<u>Lower Quality</u>	<u>Challenge</u>	<u>Avoidance</u>
<u>Body</u>				
Yin (9)	Peaceful	Inertia	Decisive action	Conflict
Yang (8)	Truthful	Excess	Self-restraint	Vulnerability
Yin-yang (1)	Zealous	Anger	Tolerance	Open anger
<u>Heart</u>				
Yang (3)	Competent	Self-important	Patience	Failure
Yin-yang (2)	Kind	Proud	Humility	Own needs
Yin (4)	Deep feeling	Envious	Equilibrium	Ordinary life
<u>Head</u>				
Yin-Yang (6)	Loyal	Cowardly	Trust	Deviance
Yin (5)	Wise	Stingy	Non-attachment	Open commitment
Yang (7)	Visionary	Self-indulging	Soberness	Pain